



THOMAS L. GARTHWAITE, M.D.
Director and Chief Medical Officer

FRED LEAF
Chief Operating Officer

COUNTY OF LOS ANGELES
DEPARTMENT OF HEALTH SERVICES
313 N. Figueroa, Los Angeles, CA 90012
(213) 240-8101

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August 24, 2004

TO: Each Supervisor

FROM: Thomas L. Garthwaite, M.D. 
Director and Chief Medical Officer

SUBJECT: **INFORMATION TECHNOLOGY SUPPORT SERVICES MASTER AGREEMENT (ITSSMA) WORK ORDER TO HIRE A CONSULTING PROJECT MANAGER TO MANAGE IMPLEMENTATION OF AN ENTERPRISE-WIDE PHARMACY INFORMATION SYSTEM FOR THE DEPARTMENT OF HEALTH SERVICES**

This is to notify you of the Department of Health Services' (DHS) intent to request that the Internal Services Department (ISD) execute an ITSSMA Work Order with Superior Consultant Company, Inc. for Project Management services to manage the configuration and installation of the Pharmacy Information System (RxIS) for DHS. The term of the Work Order will be 25 months with a maximum amount of \$689,000. This notice to your Board is provided in accordance with ITSSMA guidelines, since the maximum cost for the ITSSMA Work Order will exceed \$300,000.

BACKGROUND

DHS is restructuring the way it delivers healthcare services and is in the process of migrating from stand-alone facilities to an integrated County network for healthcare delivery. Information about patients must seamlessly flow across geographical regions and the many facilities and organizations that comprise the County's healthcare safety net, including hospitals, comprehensive health centers and public health clinics. It is the intent of DHS to replace numerous disparate information systems at DHS facilities with a few integrated systems implemented consistently across the Department. These integrated information technology systems allow DHS facilities to capture, store, organize, share and use information to improve service delivery and assist in tracking overall patient migration, patient care quality indicators and costs.

DHS currently has two legacy pharmacy information systems; QuadraMed's discontinued Sigma Pharmacy System and Pharmacy Stock Control and Audit System (PSCAS), developed and maintained by ISD under the direction of DHS. These systems use older technology, are not enterprise-wide and no longer meet the needs and goals of DHS.

A DHS Task Force, comprised of DHS Pharmacy Directors, information systems staff, quality improvement staff and medical staff, developed clinical and business requirements and performed an open competitive evaluation of pharmacy system products available in the market place. A new Pharmacy System with an enterprise-wide design from GE Medical Systems (GE) was selected to replace the two existing legacy systems. On March 12, 2004, the Board was notified of our intent to enter into negotiations with the selected vendor. Implementation will begin upon completion of contract negotiations with GE. The ITTSMa consultant will serve as the Project Manager for the enterprise-wide deployment of this new system under the direction of the County's Project Director and the Multi-disciplinary RxIS Steering Committee.

SCOPE OF PROJECT

The anticipated duration of this project is 30 months. Under direction of the County's Project Director, the consultant will:

- Provide input and participate with DHS and County Counsel representatives in contract negotiations with the preferred vendor.
- Develop a detailed multi-year project budget that corresponds to the vendor's deliverables and payment points as agreed upon in the negotiated contract, well as detailed County expenditures against the approved project budget.
- Provide oversight, guidance and leadership to a multi-disciplinary project team consisting of Health Services Administration (HSA) and facility Information Technology (IT) and domain staff responsible for system implementation and maintenance.
- Direct the development of medication dictionaries, catalogues, reports and parameters that constitute End User configuration decisions.
- Direct the analysis, testing, validation and configuration of the system, including all interfaces, upgrades and enhancements, to ensure optimal functionality and performance.
- Monitor progress against the Project Plan and provide regular status reports to the Project Director and the RxIS Steering Committee.
- Prepare project team meeting agendas and minutes.
- Attend Steering Committee meetings, participate in presentations, facilitate discussion and document project-specific decisions for project records.
- Direct the on-site support for all live installations.

JUSTIFICATION

RxIS is an essential, integral part of DHS' commitment to re-structuring its healthcare services delivery system by updating its technology in order to improve service delivery and to increase cost effectiveness. There is a shortage of DHS employees with sufficient expertise to manage the RxIS project. The need for a person with the necessary expertise is temporary.

FISCAL IMPACT

The term of the Work Order will be 25 months, in correspondence with planned ITSSMA Program extensions. This project is anticipated to extend beyond that date. DHS has received CAO and DHR approval to hire an individual with appropriate experience and background to transition into the Project Manager role before the termination of this Consulting Agreement.

This will be a time and materials engagement for a maximum period of 25 months. The maximum County obligation for this project is \$689,000 and is fully budgeted in FY 2004-05 DHS Budget. Funding for subsequent Fiscal Years will be requested during each year's budget process. This project is identified on the current Health Services Administration – Information Services Branch Business Automation Plan.

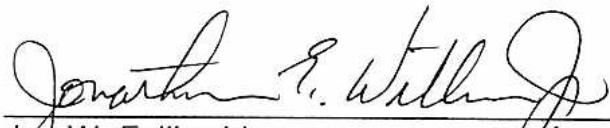
CLOSING

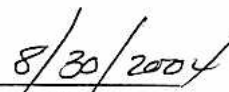
In order to allow sufficient time for review, we will not request ISD to execute the ITSSMA Work Order until two (2) weeks after distribution of this notification. If you have any questions or require additional information, please contact Sharon Carlson at (213) 240-8127.

TLG:gc

c: Chief Administrative Officer
County Counsel
Executive Officer, Board of Supervisors
Interim Director, Internal Services Department

NOTED AND APPROVED:


Jon W. Fullinwider
County Chief Information Officer


Date